

DO/S 56-4009

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NOV 24 1956

MEMORANDUM FOR: Director of Personnel

SUBJECT : Report of Training Accomplished During First Quarter,
FY 1957

REFERENCE : Agency Regulation No.

25X1A

1. The Director of Training has reported quantitative data regarding training accomplished by the Support Services during the period 1 July - 30 September 1956. According to these data, the total effort of the Support Services amounted to of the man-hours available during the period. This is substantially short of the policy requiring investment in training announced by Agency Regulation No.

25X1A

2. During the base period the number of headquarters personnel in the Office of Personnel represented an input of man-hours. Applying the policy to this, your component would have devoted 9,039 man-hours to training its personnel. According to the data compiled by the Director of Training, headquarters personnel assigned to the Office of Personnel actually logged for the quarter. An analysis of this total by types of training is attached.

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25X1A

3. I am aware that July and August are months during which a large amount of annual leave is used and hence usually a period of reduced training activity. But it is equally clear that we will improve on this performance only if we approach the problem with vigor, applying large measures of determination and imagination to evolving an effective program of action.

4. I have reported to you previously my first hand observations at field stations throughout the Far East and my conclusion that in far too many cases, field stations are not being provided Personnel Officers of the caliber which they deserve. This must be corrected as rapidly as possible and, with appropriate attention to training and selection of personnel, can be. Career service, career plans, career development -- all these common terms relate to one common objective: constant increase in capabilities of the organization through continual development of the competence and efficiency of the individuals who are parts of it. Training alone cannot accomplish the entire objective. But it is where we must begin.

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5. The policy announced in R [redacted] makes clear the minimum effort 25X1A to be devoted to improvement of professional competence through training. We must manage the effort with prudence and efficiency so as to realize a maximum return on investment. In general this merely means providing training first to those individuals with the greatest motivation and career potential. It means also that in marshalling individuals for training, final decisions may involve consideration of other factors such as age, physical condition, and willingness to serve where needed. Further, and in recognition that certain assignments demand great self-reliance and all-around competence without opportunity for technical guidance and review, training of individuals should be programmed so as to satisfy career service staffing responsibilities in the following order of priority:

[redacted] (Class A and Class B Stations)

25X1A

- c. Headquarters, not under line control of Career Service Head
- d. Headquarters, under line control of Career Service Head

Signed

L. X. WHITE
Deputy Director
(Support)

Attachment:

Quarterly Report of Training
for Office of Personnel

SA/DDS/JER:epr (21 Nov 56)

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